



PENGAKUAN PENYELIA

Saya akui bahawa saya telah menyemak tesis ini dan pada pandangan saya, karya ini adalah memadai dari segi skop dan kualiti penganugerahan Ijazah Doktor Falsafah Pengurusan Teknologi.

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Saya akui karya ini adalah hasil kerja saya sendiri kecuali nukilan dan ringkasan yang tiap-tiap satunya telah saya jelaskan sumbernya. Tesis ini belum pernah diserahkan atau diterima bagi memenuhi sebarang syarat Ijazah di Universiti Malaysia Pahang atau lain-lain universiti.

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PENGARUH ORIENTASI KEUSAHAWANAN DAN ORGANISASI
PEMBELAJARAN TERHADAP PRESTASI PERUSAHAAN KECIL DAN
SEDERHANA SEKTOR PEMBUATAN

MOHAMAD ROZI HASSAN

Tesis ini dikemukakan sebagai memenuhi
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*Maafkan mereka, mereka tidak tahu
Mereka tidak ramas buku, mereka segan ilmu
Mereka tidak fasih malah fasik guna kata
Kita kongsi nama bangsa tapi tidak kasta bahasa*

*Maafkan mereka, mereka tiada nilai
Ibu bapa lalai dari kecil dah diabai
Tanpa kasih sayang, mereka suka menyakiti
Kita kongsi warna mata tapi tidak warna hati*

*Guna hak berfikir sebelum hak untuk bersuara
Kalau terpelajar sila guna hak miranda
Pura-pura dengar, telan tapi tidak hadam
Hafaz bila lafaz tapi mereka tidak faham
Mereka mula kiri, aku kanan bila baca
Sudah mahir rumi, mari tafsir alif ba ta*

*Adapun kusembahkan syukur padamu ya Allah
Untuk nama, harta dan keluarga yang mencinta
Dan perjalanan yang sejauh ini tertempa
Alhamdulillah pilihan dan kesempatan
Yang membuat hamba mengerti lebih baik makna diri
Semua lebih berarti akan mudah dihayati
Alhamdulillah, Alhamdulillah, Alhamdulillah...*

Kredit: Malique & Joe

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Kuantan, Pahang

ABSTRAK

Perusahaan Kecil dan Sederhana (PKS) memberi sumbangan yang penting kepada pembangunan negara khususnya dalam Keluaran Dalam Negara Kasar (KDNK), peluang pekerjaan dan eksport negara. Namun, globalisasi menyebabkan PKS perlu lebih bertahan dengan cabaran dan meningkatkan prestasi untuk terus bersaing. Oleh itu, beberapa faktor yang mempengaruhi prestasi PKS dalam sektor pembuatan dikenal pasti untuk membangunkan kerangka kajian. Secara spesifiknya, objektif kajian ini adalah untuk meneliti hubungan secara empirik terhadap faktor-faktor tersebut iaitu orientasi keusahawanan, organisasi pembelajaran, strategi daya saing dan prestasi PKS. Pengumpulan data melalui soal selidik telah digunakan melalui pensampelan mudah yang dilakukan terhadap industri pembuatan PKS yang berdaftar dengan *SME Corporation*, Kementerian Perdagangan Antarabangsa dan Industri (MITI). Sebanyak 135 soal selidik telah berjaya dikutip dan dikembalikan untuk analisis. Teknik statistik multivariat melalui regresi linear berganda digunakan untuk menganalisis hubungan dalam kerangka kajian. Dapatan kajian mendapati bahawa hubungan orientasi keusahawanan, organisasi pembelajaran dan strategi daya saing terhadap prestasi PKS adalah masing-masing positif dan signifikan pada $p < 0.05$ (dua hujung). Juga, perkaitan antara orientasi keusahawanan dan organisasi pembelajaran terhadap strategi daya saing didapati signifikan dan positif $p < 0.05$ (dua hujung). Daripada analisis yang dilakukan, ia juga menunjukkan bahawa strategi daya saing menjadi penengah kepada hubungan di antara orientasi keusahawanan dan organisasi pembelajaran terhadap prestasi PKS. Kesimpulannya, dapatan kajian ini adalah amat penting untuk sektor PKS terutamanya di industri pembuatan untuk mempertimbangkan semua pemboleh ubah dalam kajian untuk mengekalkan daya saing dalam persekitaran dinamik perniagaan yang cepat berubah.

ABSTRACT

Small and Medium Enterprises (SME) contributes substantially to the national development especially in Gross Domestic Product (GDP), employment and exports. However, globalisation causes the SME to withstand the challenges and should elevate the performance in order to stay competitive. Thus, several factors that influenced the performance of SME in the manufacturing sector are identified in order to develop the research framework. Specifically, the objectives of this study are to empirically examine the relationships among the factors i.e. entrepreneurial orientation, learning organisation competing strategy and the SME performance. Data collection through survey has been employed through convenience sampling that was conducted on the SME manufacturing company registered with the SME Corporation, Ministry of International Trade and Industry (MITI). 135 questionnaires were successfully collected and returned for analysis. Multivariate statistical technique through multiple linear regression was used to analyse the hypothesised relationship in the research framework. The findings revealed that the impact of entrepreneurial orientation, learning organization and competing strategy on SME performance are significantly positive at $p < 0.05$ (two-tailed) respectively. Also, the relationship between entrepreneurial orientation and learning organisation to competitive strategies are found to be positively significant at $p < 0.05$ (two-tailed). From the analysis, it also showed that the competing strategy mediates the relationship between the entrepreneurial orientation and learning organisation on SME performance. In conclusion, the findings of this study are very important for the SMEs especially in the manufacturing industry to consider all variables under study to remain competitive in the rapidly dynamic changing business environment

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SENARAI RINGKASAN

ETP	<i>Economy Tranformational Programme</i>
KDNK	Keluaran Dalam Negara Kasar
MBE	Model Baharu Ekonomi
<i>MBV</i>	<i>Market Base-View</i>
PKS	Perusahaan Kecil dan Sederhana
<i>RBV</i>	<i>Resource Based-View</i>
RMKe-9	Rancangan Malaysia Kesembilan
RMKe-10	Rancangan Malaysia Kespuluh
RMKe-11	Rancangan Malaysia Kesebelas

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